

Research Note 84-63

ASSESSMENT OF THE OENCO PILOT PROGRAM: CLASS 1-79 FOLLOW-UP

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18. SUPPLEMENTARY NOTES This report is third in a 1980-81 series entitled "Assessment of the OENCO Pilot Program." It presents data collected at two different times from the first class (Class 1-79) of the Organizational Effectiveness Non-Commissioned Officer (OENCO) pilot program and compares the findings to determine if the results held over time.		
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20. ABSTRACT (Continue on reverse side if necessary and identify by block number) A pilot program was established for training and utilizing noncommissioned officers (NCOs) in Organizational Effectiveness (OE) work, with two classes of Organizational Effectiveness Noncommissioned Officers (OENCOs) trained and placed in the field. Preliminary assessments of the pilot program were made after each class had been on their initial OE assignments four to six months. This report presents the results of a follow-up survey which was conducted after the first class of OENCOs had been in the field about a -7		

## 20. Abstract.

year. Questionnaires were returned by 41 OENCOs and 41 Organizational Effectiveness Staff Officer (OESO) supervisors, which represented a 79 percent response rate. In general, the results of this follow-up survey of the first OENCO class were very similar to the results of the earlier surveys. OENCOs perform essentially the same tasks as OESOs do, but with a somewhat different emphasis. OENCOs believe their senior NCO status helps them deal more effectively with enlisted personnel and also contributes a different perspective to the OE program. The fact that many of the factors OESOs considered important for OENCO competence (e.g., verbal skills and personality traits) are not quickly or easily trainable implies the need for care in establishing selection criteria for OENCOs. All measures of effectiveness used to assess the effectiveness of the OENCO pilot program indicate that it has been a very successful program.

This report is third in a 1980-81 series entitled, "Assessment of the OENCO Pilot Program." The first report presented data collected from Class 1-79. The second report presented data collected from Class 2-79 and compared those results with the results from Class 1-79.



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## EXECUTIVE SUMMARY

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### Requirement:

Late in 1978, the Army established a pilot program for training and utilizing noncommissioned officers (NCOs) to function as Organizational Effectiveness (OE) practitioners in the Army. Two classes of approximately 45 NCOs were trained and sent to the field. The Army Research Institute (ARI) was asked to evaluate the pilot program, and previous reports presented information on the first class (Class 1-79) of Organizational Effectiveness Noncommissioned Officers (OENCOs) participating in the program plus some OENCOs previously trained in the officer course (Kessler & Oliver, 1980) and on the second class (Class 2-79) of OENCOs (Oliver & Hicks, 1981). The present report contains the results of a follow-up survey which was conducted after the Class 1-79 OENCOs had been in the field for about a year.

### Procedure:

The same questionnaires used in the previous surveys of Class 1-79 and Class 2-79 were distributed by the major command (MACOM) OE offices to the OENCOs of Class 1-79 and their Organizational Effectiveness Staff Officer (OESO) supervisors. Of the 52 questionnaires distributed to each group, 41 OENCOs and 41 OESOs returned completed questionnaires for a 79 percent response rate.

### Findings:

In general, the results of this follow-up survey of Class 1-79 are very similar to those of the initial surveys of Class 1-79 and Class 2-79, indicating that the results are highly reliable.

1. OENCOs perform many of the same tasks that OESOs do but with a somewhat different emphasis. OENCOs seem to deal very effectively with enlisted personnel. OESOs believe OENCOs function best at company and battalion levels. Their different background and experience enable OENCOs to contribute a different perspective to the OE program.

2. Although the discrepancy was less at the time of the follow-up than at the time of the first survey, there continues to be a difference between OENCO and OESO views of the OENCO role. OENCOs view the OE consultant aspect of their role equally as important as the Assistant OESO aspect. Their OESO supervisors consider the OE Consultant aspect of lesser importance than Assistant OESO.

3. Many of the factors OESOs consider important to OENCO competence (e.g., verbal skills and personality characteristics) cannot be acquired in a few months of training. Selection criteria are therefore very important.

4. All measures of effectiveness (ratings of OENCO competence, OE Office productivity, acceptance and integration of OENCOs into OE team, job satisfaction of OENCOs) used to assess the OENCO pilot program indicate that it has been very successful program

#### Utilization of Findings:

These findings provide information useful to Army Managers for making decisions concerning the selection, training, and utilization of OENCOs.

# ASSESSMENT OF THE OENCO PILOT PROGRAM: CLASS 1-79 FOLLOW-up

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## ASSESSMENT OF THE OENCO PILOT PROGRAM: CLASS 1-79 FOLLOW-UP

### INTRODUCTION

#### Background

Previous research by the Army Research Institute (ARI) initiated an assessment of the Army's pilot program for training Organizational Effectiveness Noncommissioned Officers (OENCOs). Two successive classes (Class 1-79 and Class 2-79) of approximately 45 OENCOs each were trained and placed in the field. The Organizational Effectiveness Center and School (OEC&S) at Fort Ord, California, conducted the training. The training was similar to that given to Organizational Effectiveness Staff Officers (OESOs) except that the OENCOs did not participate in a field training exercise.

Surveys were conducted by ARI after each class of OENCOs had been in their first OE jobs about 4 to 6 months. The first survey concerned the Class 1-79 OENCOs plus a few additional OENCOs who had been previously trained in the officer OE course and who were already in the field working as OENCOs. The second survey concerned Class 2-79 OENCOs. The results of the two surveys indicated that the pilot program was successful. The different perspective of the OENCOs and their expertise in dealing with enlisted personnel contributed positively to the Organizational Effectiveness (OE) operations in which they participated. The OESO supervisors, the Key Managers, and the OE users (commanders) generally expressed high satisfaction with the OENCOs and their contribution to OE operations. The OENCOs themselves expressed high levels of job satisfaction, with OENCOs from Class 2-79 indicating greater clarity concerning job requirements than their counterparts in Class 1-79. These results have been documented in two previous reports (Kessler & Oliver, 1980; Oliver & Hicks, 1981).

#### Purpose of Present Research

The findings noted above were limited to reactions obtained after the OENCOs had been in the field a relatively short period of time. Accordingly, a follow-up of the first class was made by surveying OENCOs and their OESO supervisors to determine whether or not the findings remained consistent over time. This report contains information on Class 1-79 OENCOs after they had been on the job for approximately one year. Comparisons are also made between the responses to the first administration of the questionnaires (Time 1) and the follow-up administration of the questionnaires (Time 2).

The results are organized in terms of the Army-specified general objectives for the OENCO pilot program:

1. To describe the current roles of OENCOs and to identify the factors related to OENCO utilization.
2. To determine the role characteristics unique to the OENCO.
3. To assess the effectiveness of the OENCO pilot program.

## PROCEDURE

### Questionnaires

The OENCO and OESO questionnaires used for the Class 1-79 follow-up were identical (except for the date) to the corresponding questionnaires distributed in the Class 2-79 survey (Oliver & Hicks, 1981). The questionnaires were:

OENCO Pilot Program - OENCO Questionnaire, April 1980 (PT 5303a).

OENCO Pilot Program - OESO Questionnaire, April 1980 (PT 5303b).

Most items were in a multiple choice format; some items required writing in a number, such as a percentage; a few items were open-ended. Appendix B contains copies of the questionnaires.

### Respondents

Questionnaires were sent to the graduates of Class 1-79 and to the six OENCOs who had, prior to the establishment of the OENCO pilot program, graduated from the officer (OESO) course at OEC&S. Table 1 shows the number of respondents from the three largest major commands (MACOMs) and "other" MACOMs for Time 1 and Time 2. (Table A-1 in Appendix A includes a breakout of the "other" category.) As can be seen in the table, the response rate was reasonably good, with the percentage of OENCO respondents remaining constant from Time 1 to Time 2 (79%) and the OESO response rate increasing somewhat (from 73% to 79%).

### Distribution of Questionnaires

ARI sent questionnaires and return envelopes to the MACOMs. Each MACOM OE office distributed copies of the OENCO questionnaire (PT 5303a) to the OENCOs in its jurisdiction. The OESO supervisor of each OENCO received a copy of the OESO questionnaire (PT 5303b).

### Analyses

The results of the analyses are reported as frequencies, percentages, or means (averages). Since the persons responding at Time 1 were not identical to those responding at the Time 2 follow-up, the Time 1 and Time 2 respondents were considered independent groups for statistical purposes. Statistical comparisons were made of data collected at the two different points in time, and significant differences are so noted in the "Findings" section of this report.

Table 1

Number of Class 1-79 Questionnaire Respondents for Time 1 and Time 2

Command	Respondents <sup>a</sup>			
	Time 1		Time 2	
	OENCOS	OESOs	OENCOS	OESOs
FORSCOM	11	11	15	13
TRADOC	13	12	10	12
USAREUR	12	8		10
Other <sup>b</sup>	5	7	.	6
Totals	41 (79%) <sup>c</sup>	38 (73%) <sup>c</sup>	19 (9%) <sup>c</sup>	41 (79%) <sup>c</sup>

<sup>a</sup>Questionnaires not sent to Key Managers and OE Users for follow-up (Time 2) survey.

<sup>b</sup>Includes USAREC, WESTCOM, DARCOM, and INSCOM.

<sup>c</sup>Percentages based on proportion of returns to total number distributed.

FINDINGS<sup>1</sup>

The results presented in this section are based on data collected on Class 1-79 at two points in time--after the Class 1-79 OENCOS had been on their jobs for four or five months (Time 1) and after they had been on their jobs for about a year (Time 2). The data concerned the Class 1-79 OENCOS and a few OENCOS who had previously attended the officer course and who were in the field at Time 1 and/or Time 2. The focus of the findings is on comparisons of Class 1-79 (plus the OENCOS trained in the officer course) at the two points in time. We were interested in determining whether or not the role and activities of the OENCO would change over time and if perceptions of the program would remain favorable.

<sup>1</sup>Tables A-1 through A-19, which contain complete data for Times 1 and 2, are in Appendix A. This section will provide only abbreviated tables as they are needed to present the results. The reader may consult Appendix A for detailed information.

### OENCO Role and Utilization

Ranking of roles. OENCOs and OESOs agreed at both Time 1 and Time 2 on the relative rankings of OENCO roles. (See Table A-2 in Appendix A.) The four most important roles were:

- 1st = OE Consultant
- 2nd = Assistant OESO
- 3rd = Trainer
- 4th = Instructor

At both points in time, OESOs ranked the Assistant OESO role higher and the OE Consultant role lower than did the OENCOs. This result is depicted in Figure 1.

Note in Figure 1 that the vertical axis represents rankings, with lower numbers representing higher rankings. The two top lines in the figure show the rankings of the Assistant OESO role by OENCOs (solid line) and OESOs (broken line). Although these two lines are not close together, they are closer together at Time 2 than at Time 1. The two lower lines, which show the OESO and OENCO rankings for the OE Consultant role are closer together than the rankings for the Assistant OESO role. The lower lines also reveal a tendency to converge slightly over time. It appears that OENCO and OESO views of the OENCO role were somewhat more similar at Time 2 than at Time 1.

Tasks. OENCOs reported spending about 85% of their time in OE-related work (Table A-3). Both OENCOs and OESOs agreed that the most frequent OENCO task was interviewing (Table A-4) and that the least frequent OENCO tasks were documentation and routine organizational tasks (Table A-5). Significantly more OENCOs rated two tasks--designing workshops/meetings and designing implementations--more frequent at Time 2 than at Time 1. OESO ratings of these two OENCO tasks decreased slightly. Overall, however, OENCO and OESO ratings of OENCO tasks were generally in agreement.

Planning. Fewer OESOs at Time 2 than at Time 1 responded affirmatively to specific questions concerning planning for the OENCOs (Tables A-7 and A-8). This result is believed to be due to personnel turnover among the OESO supervisors. The OESO respondents at Time 2 were not necessarily the same people who had been involved with the original plans for the OENCOs. (Note the increased "Don't know" responses in Table A-7.)

### OENCO Role Characteristics

Competencies and Special Attributes. At both Time 1 and Time 2, OESO supervisors tended to report greatest confidence in their OENCOs for tasks frequently performed and least confidence for tasks infrequently performed (Table A-9). This finding suggests that OESOs may have responded in terms of task frequency rather than task performance. On the other hand, it is possible that OENCOs are more proficient in performing familiar tasks. Since the ratings for these items involve a forced-choice format, the OESO was required to select the five "best" and the five "worst" performed tasks even if

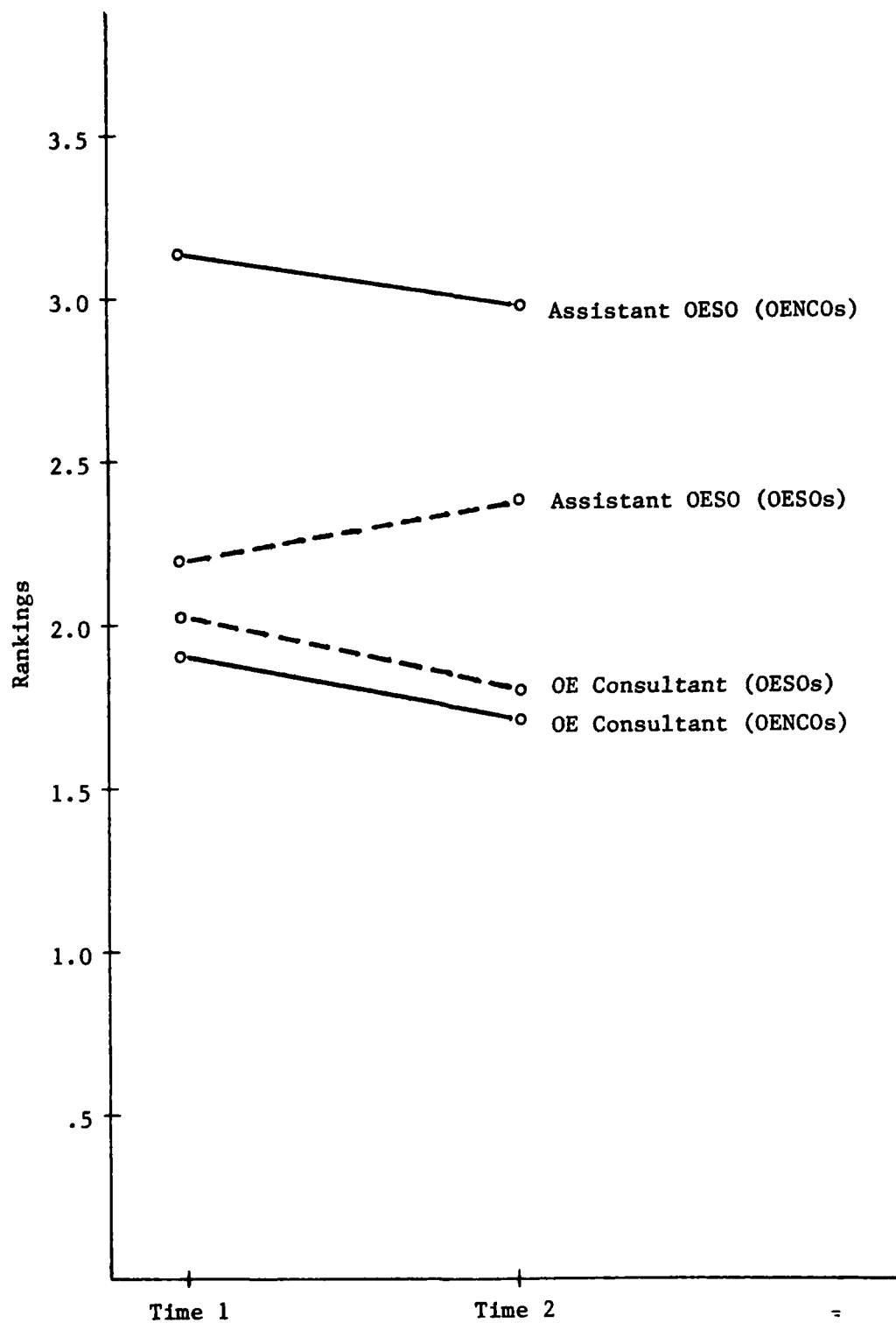


Figure 1. Rankings of OE Consultant and Assistant OESO Roles by OENCs and OESOs at Times 1 and 2

five "best" and five "worst" performed tasks even if the OENCO did all tasks well or none of them well. The only statement that can be made is that OESOs report OENCOs performed best on those tasks which they performed most often. No firm conclusions can be drawn about how well OENCOs actually performed the specific tasks.

Although OENCOs and OESOs perform many of the same tasks, it is probable that each group brings different attributes to the OE job. While some of these differences may reflect differences among individuals, some are related to NCO status. OENCOs at Time 2 continued to feel that their particular Army experience and training enabled them to contribute to the OE effort in a way OESOs could not. Many of the attributes shown in Table A-10 fell into the category of experience/training/education (30% at Time 1 and 40% at Time 2). Many OENCOs reported that enlisted soldiers relate more easily to them than they do to OESOs (26% at Time 1, and 20% at Time 2). Personal characteristics were also frequently mentioned (24% of the mentions at Time 1 and 20% at Time 2). Overall, there were no sizable changes in OENCO perceptions of competencies they possess that their OESO counterparts do not. However, the number of OENCOs stating that they possessed no special skills or competencies that OESOs lacked rose from five at Time 1 to nine at Time 2.

OENCO Contributions to the OE Effort. At Time 2, OESOs reported OENCO contributions to their OE effort similar to those reported at Time 1 (Table A-11). The one significant difference between Time 1 and Time 2 was in the rating of "facilitates routine staff work." While the decrease in ratings was not numerically large (2.03 at Time 1 and 1.63 at Time 2, on a 1-3 scale), the percentage of OESOs responding that the effect of the OENCO was "negligible" in facilitating routine staff work rose from 26% at Time 1 to 51% at Time 2. This finding suggests that OENCOs, as they gained experience, were increasingly used in OE work rather than in routine staff work.

Organizational Levels of Functioning. With respect to organizational levels at which OENCOs could function effectively (Table A-12), OENCOs' ratings (on a one to five scale ranging from "Almost Never" to "Almost Always") stayed about the same or increased somewhat for five organizational levels: company, battalion, brigade, division/installation, and MACOM. The OESO ratings of organizational level dropped slightly from Time 1 to Time 2. None of the changes over time was significant for either OENCOs or OESOs. At Time 2, substantially fewer OESOs than OENCOs felt the latter could function effectively at battalion level and above.

OENCO/OESO Ratio. Figure 2 depicts the data contained in Table A-13 on the OENCO/OESO ratios preferred by OESO supervisors. Although the differences from Time 1 to Time 2 are not statistically significant, the figure indicates an increasing preference for higher percentages of OENCOs over time. It may be that as OENCOs acquired more experience and OESOs became better acquainted with them, supervisors became increasingly confident that their offices would function well with larger proportions of OENCOs.

Preferences for OE Personnel. OESOs responded almost identically at Time 2 as they had at Time 1 when asked about their preferences for additional OE personnel (Table A-14). About half the respondents wanted another OESO and about a quarter expressed a preference for an OENCO. Some did not care, and a few

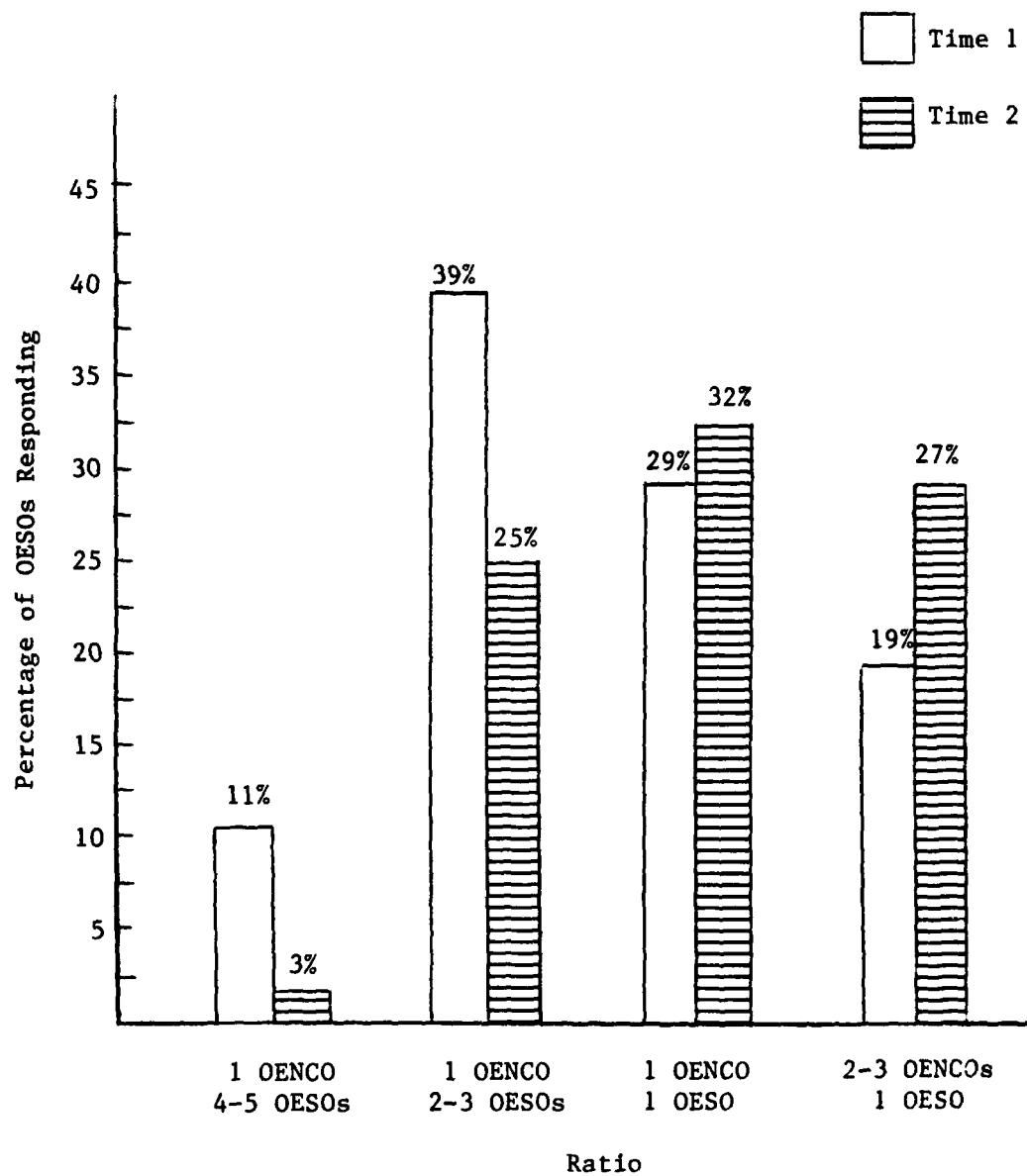


Figure 2. OENCO/OESO ratios preferred by OESOs at Time 1 and Time 2.

wanted civilians. The criteria for these preferences appeared to be the number of civilians in the organization, the degree to which enlisted people were involved in OE operations, and the relative proportion of OENCOs and OESOs already in the OE office. Thus, it seemed that the individual situation was important in determining whether an OENCO or an OESO was preferred, not whether the OESO preferred OE consultants who were officers or NCOs.

#### Effectiveness of OENCO Pilot Program

Ratings of OENCO Competence. Both OENCOs and OESOs continued to rate OENCO competence highly (Tables A-15 and A-16). At Time 1, 90% of OENCOs agreed or strongly agreed that their performance had been excellent. At Time 2, 93% of them made these ratings. OESOs also rated the OENCOs' competence highly, with ratings of "Very Good" or "Excellent" given to 82% of the OENCOs at Time 1 and to 80% at Time 2.

OE Office Productivity. It is not known to what extent the quantitative measures of OE office productivity were estimates or were obtained from records data. Since there were discrepancies (none of which was statistically significant) between Time 1 and Time 2 on estimates for the three-month period preceding the OENCO's arrival, it is assumed that these responses were based on estimates. The reader should also note that the number of separate OE operations, number of different clients, etc. do not necessarily reflect OE productivity in an accurate fashion. Such information does not take into account the scope or intensity of an operation, the length of the operation, or the number of OE people involved. Responses were generally comparable at Time 1 and Time 2, with OENCOs seen as contributing positively to office productivity. Detailed data can be found in Table A-17.

Acceptance and Integration of OENCOs into OE Team. At Time 2, OENCOs perceived themselves as being even more highly accepted than they felt they had been at Time 1 (Table A-18). Two items showed a statistically significant upward change. One of these items related to the OENCOs' reception by OE users/commands with 100% of the respondents agreeing or strongly agreeing that commanders had received them very well. The other item concerned acceptance by their peers and subordinates. At Time 2, 98% of the OENCOs agreed or strongly agreed they had been favorably received. Most of the other items relating to acceptance and integration of OENCOs into the OE team also tended to increase (although not significantly) from Time 1 to Time 2.

Job Satisfaction. None of the job satisfaction items showed a significant change from Time 1 to Time 2 (Table A-19). OENCOs continued to report high levels of job satisfaction.

Important to OENCO Competency. OESOs were asked what factors are most important to OENCO competency. A summary of the responses to this open-ended item is contained in Table A-20. The factors are grouped into four general categories: experience/education, skills, personal characteristics, and organizational support. OESO responses to the question were similar at Time 1 and Time 2, but there were some minor differences. OESOs placed even more emphasis on experience and education at Time 2 (Time 1 = 35 mentions,



Time 2 = 52 mentions). A larger number of personal characteristics were cited at Time 2, most of which fell in the miscellaneous category. These characteristics included self-awareness, motivation, cooperativeness, etc. Initiative and pleasant personality were also mentioned by a number of OESOs at Time 2. Verbal and writing skills continued to be mentioned frequently, and OE skills were considered less important at Time 2 (3 mentions) than at Time 1 (15 mentions).

#### SUMMARY OF FINDINGS

1. OENCO and OESO perceptions of the OENCO role have converged over time. However, there still appears to be a discrepancy between OESO and OENCO views of the OENCO role.
2. The most frequent OENCO task is interviewing (about 80% of both OENCOs and OESOs report this task as most frequent). Least frequent OENCO tasks are documentation and routine organizational tasks (60% to 80% of respondents rate these tasks as least frequent).
3. The pattern of the most frequent OESO tasks has remained more or less the same from Time 1 to Time 2. However, OENCOs report significantly more designing of implementation and conducting of workshops at Time 2 than at Time 1.
4. OENCOs believe their enlisted training and experience as well as their personal characteristics enable them to contribute to the OE program in ways that OESOs cannot.
5. OENCOs are used to facilitate routine staff work even less frequently than when they were first on the job.
6. OESOs continue to see OENCOs functioning most effectively at lower organizational levels.
7. Over time, OESOs become more willing to have a larger proportion of OENCOs in their OE offices.
8. Preferences for additional OE personnel seem to be related to the individual situation (e.g., proportion of enlisted or civilian personnel, OENCO-OESO balance in OE office) rather than to preferences for commissioned or noncommissioned officers.
9. OENCOs and OESOs continue to rate highly the effectiveness of the pilot program, and OENCOs continue to report high levels of job satisfaction.

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APPENDIX A

TABLES

Table A-1

Number of Class 1-79 Questionnaire Respondents  
for Time 1 and Time 2 Surveys by Major Command

Major Command	Respondents			
	Time 1		Time 2	
	OENCos	OESOs	OENCos	OESOs
FORSCOM	11	11	15	13
TRADOC	13	12	10	12
USAREUR	12	8	12	10
USAREC	3	4	3	4
WESTCOM	0	1	0	1
DARCOM	1	1	1	1
INSCOM	1	1	0	0
Totals	41 (79%)	38 (73%)	41 (79%)	41 (79%)

Table A-2

Average Ranking of OENCO Role by Class 1-79 OENCOs and OESOs  
at Times 1 and 2

Role Title	Respondents' Rankings of OENCO Role			
	OENCO		OESO	
	Time 1	Time 2	Time 1	Time 2
OE Consultant	1.90	1.73	2.03	1.83
Assistant OESO	3.15	3.08	2.21	2.38
Trainer	3.46	2.85	3.53	3.37
Instructor	4.05	3.84	4.61	3.79
Administrator	4.39	4.41	4.11	4.27
Survey Specialist	4.68	4.46	4.68	4.91

Note: Roles were rank-ordered by frequency of performance, with "1" for the role most frequently performed.

Table A-3

Percentage of OENCO Time Spent on OE and Non-OE Activities as  
Reported by Class 1-79 OENCOs and OESOs at Times 1 and 2

Respondent	Time Spent on			
	OE Activities		Non-OE Activities	
	Time 1	Time 2	Time 1	Time 2
OENCO	85%	86%	15%	14%
OESO	84%	83%	16%	17%

Table A-4

OENCO Tasks Most Frequently Performed as Rated  
by OENCOs and OESOs at Times 1 and 2

Type of Task	Ratings of Task			
	OENCO		OESO	
	Time 1	Time 2	Time 1	Time 2
Interviewing individuals/groups	82%	76%	76%	80%
Giving organizational feedback	52%	46%	42%	55%
Assessment analysis	50%	37%	45%	50%
Conducting workshops, meetings, etc.	45%	68%	60%	55%
Process observation	42%	42%	44%	22%
Designing implementations	42%	68%	44%	38%
Marketing OE	38%	39%	21%	32%
Training	25%	29%	47%	40%
Scouting and entry	22%	24%	47%	35%
Preparing, administering, interpreting questionnaires	20%	20%	24%	28%
Routine OE-related administration	15%	22%	21%	23%
Reviewing literature for OE ideas	12%	15%	13%	15%
Team building with OE personnel	12%	5%	10%	15%
Collecting historical data	10%	5%	8%	0%
Evaluation of operations	10%	7%	5%	2%
Professional development activities	10%	10%	13%	5%
Routine organizational tasks	2%	0%	10%	7%
Documentation	0%	0%	3%	2%

<sup>a</sup>Each respondent rated five tasks as "most frequent" and five tasks as "least frequent." Hence percentages will sum to more than 100.

Table A-5

OENCO Tasks Least Frequently Performed as Rated  
by OENCOs and OESOs at Times 1 and 2

Type of Task	Ratings of Task			
	OENCO		OESO	
	Time 1	Time 2	Time 1	Time 2
Interviewing individuals/groups	0%	5%	8%	2%
Giving organizational feedback	8%	0%	10%	10%
Assessment analysis	2%	2%	16%	10%
Conducting workshops, meetings, etc.	25%	7%	10%	10%
Process observation	2%	5%	5%	8%
Designing implementations	10%	2%	13%	5%
Marketing OE	15%	24%	29%	20%
Training	48%	29%	24%	22%
Scouting and entry	12%	17%	8%	25%
Preparing, administering, interpreting questionnaires	42%	34%	26%	35%
Routine OE-related administration	22%	20%	16%	31%
Reviewing literature for OE ideas	18%	15%	18%	28%
Team building with OE personnel	28%	37%	10%	20%
Collecting historical data	60%	63%	56%	55%
Evaluation of operations	50%	51%	63%	52%
Professional development activities	28%	37%	40%	20%
Routine organizational tasks	68%	76%	58%	61%
Documentation	70%	63%	76%	78%

<sup>a</sup> Each respondent rated five tasks as "most frequent" and five tasks as "least frequent." Hence percentages will sum to more than 100.

Table A-6

Class 1-79 OENCO and OESO Reports of Their Most  
Frequently Performed Tasks at Times 1 and 2

Type of Task	Ratings of Task as "Most Frequent"			
	OENCO Task		OESO Task	
	Time 1	Time 2	Time 1	Time 2
Interviewing individuals/groups	82%	76%	66%	65%
Designing implementations	42%	68%	74%	65%
Conducting workshops, meetings, etc.	45%	68%	74%	56%
Giving organizational feedback	52%	46%	45%	51%
Process observation	42%	42%	32%	30%
Marketing OE	38%	39%	32%	32%
Assessment analysis	50%	37%	50%	64%
Training	25%	29%	13%	17%
Scouting and entry	22%	24%	50%	35%
Routine OE-related administration	15%	22%	21%	17%
Preparing, administering, interpreting questionnaires	20%	20%	16%	10%
Reviewing literature for OE ideas	12%	15%	5%	5%
Professional development activities	10%	10%	8%	0%
Evaluation of operations	10%	7%	5%	20%
Team building with OE personnel	12%	5%	10%	12%
Collecting historical data	10%	5%	0%	0%
Routine organizational tasks	2%	0%	3%	5%
Documentation	0%	0%	18%	12%



Table A-7

Responses of Class 1-79 OESOs to Questions Concerning  
Support and Planning for OENCO at Times 1 and 2

Questions	OESO Responses					
	Yes		No		Don't Know	
	Time 1	Time 2	Time 1	Time 2	Time 1	Time 2
Was your OE office consulted regarding the assignment of an OENCO before the assignment was made?	90%	75%	5%	7%	5%	18%
Did your OE office request the assignment of an OENCO?	92%	82%	5%	5%	3%	13%
Before your OENCO arrived, did you have specific expectations about the role he/she would perform in your OE office and operations?	90%	82%	2%	10%	8%	8%
Was the OENCO assigned to you in lieu of other personnel that you had requested?	8%	5%	92%	77%	0%	18%

Table A-8

Actions Reported by Class 1-79 OESOs to Enhance  
OENCO Utilization at Times 1 and 2

Type of Action	Affirmative Responses	
	Time 1	Time 2
Thinking about the role the OENCO should play in our OE Office	92%	87%
Arranging for appropriate work space for the OENCO	92%	90%
Involving the OENCO in an operation for training purposes	92%	72%
Introducing OENCO to current clients	87%	67%
Conducting team building within the OE office with the OENCO	78%	77%
Providing necessary funding support	67%	58%
Scheduling professional development activities for the OENCO	51%	57%
Arranging clerical support for the OENCO	46%	32%
Notifying unit commanders of the addition of the OENCO to the OE staff	44%	60%

Table A-9

Number and Percent of Class 1-79 OESOs Reporting Highest and Lowest Degree of Confidence in OENCO Ability to Perform Task at Times 1 and 2

Task	OESOs Indicating Confidence in OENCO			
	Highest		Lowest	
	Time 1	Time 2	Time 1	Time 2
	N	N	N	N
Interviewing individuals/groups	29 (76%)	26 (67%)	1 (3%)	4 (10%)
Process observation	20 (53%)	23 (62%)	4 (11%)	2 (5%)
Training (e.g., conducting Leadership & Management Development Course)	19 (50%)	22 (56%)	3 (8%)	5 (13%)
Conducting workshops, meetings, etc.	22 (58%)	22 (59%)	5 (13%)	8 (22%)
Assessment analyses	16 (42%)	15 (39%)	7 (18%)	12 (32%)
Designing implementation (e.g., workshops, transition meetings)	13 (34%)	14 (38%)	9 (24%)	11 (30%)
Giving organizational feedback	15 (39%)	12 (32%)	4 (10%)	5 (13%)
Preparing, administering, and interpreting questionnaires (e.g., the GOQ)	4 (11%)	10 (26%)	21 (55%)	14 (37%)
Marketing OE	13 (34%)	9 (24%)	7 (18%)	12 (32%)
Scouting and entry (contracting and orientation)	20 (53%)	8 (20%)	9 (24%)	9 (23%)
Routine OE-related administration	7 (18%)	7 (19%)	7 (18%)	6 (16%)
Professional development activities	1 (3%)	5 (13%)	8 (21%)	7 (18%)
Collecting historical (e.g., records) data	7 (18%)	4 (11%)	17 (45%)	15 (40%)
Routine organizational tasks (duty NCO, details, etc.)	6 (16%)	4 (11%)	7 (18%)	0 (0%)
Team building with OE personnel	8 (21%)	2 (5%)	2 (5%)	0 (0%)
Reviewing literature for OE ideas	5 (13%)	2 (5%)	5 (13%)	7 (19%)
Documentation (time, costs, tracking your operations)	0 (0%)	2 (5%)	24 (63%)	21 (55%)
Evaluation of operations (preparing case studies, cost-benefit analysis, feedback to commanders)	0 (0%)	1 (3%)	22 (58%)	21 (54%)

Table A-10

Number and Percent of Class 1-79 OENCO Respondents Enumerating OENCO Skills and Competencies Not Possessed by OESOs at Times 1 and 2

Skill Competency	OENCO Respondents	
	Time 1	Time 2
Experience/Training/Education	14 (30%) <sup>a</sup>	18 (40%)
Better with enlisted	12 (26%)	9 (20%)
Personal Characteristics	11 (24%)	9 (20%)
Better with commanders/management	4 (9%)	5 (11%)
Different Perspective	4 (9%)	3 (6%)
Miscellaneous	1 (2%)	1 (2%)
Total mentions	46	45

<sup>a</sup>Percentages are based on the total number of competencies mentioned. Some OENCOs reported more than one.

Table A-11

Ratings by OESOs of OENCO Contributions to OE Effort  
at Times 1 and 2

Contribution of OENCO	(1) Has Had Negligible Effect		(2) Has Had Some Effect		(3) Has Had Substantial Effect		Numerical Rating on Scale of 1-3	
	Time 1	Time 2	Time 1	Time 2	Time 1	Time 2	Time 1	Time 2
Provides "extra pair of hands" for the OESOs.	3%	5%	16%	22%	82%	73%	2.79	2.68
Enables us to do more for each operation.	0%	10%	21%	15%	79%	76%	2.79	2.66
Enables us to serve more cli- ents in a given period of time.	3%	12%	16%	17%	82%	71%	2.79	2.58
Increases our ability to get good info from en- listed personnel.	0%	7%	34%	39%	66%	54%	2.66	2.46
Increases our credibility with commanders and NCOs.	10%	22%	37%	27%	53%	51%	2.42	2.29
Enables us to conduct differ- ent types of operations than we did before.	58%	46%	24%	32%	18%	22%	1.60	1.76
Provides access to different set of people than before.	26%	27%	34%	41%	40%	32%	2.13	2.05
Facilitates rou- tine staff work.	26%	51%	45%	34%	29%	15%	2.03	1.63

Table A-12

Percentages of OENCOs and OESOs Responding that OENCOs Could Function Effectively at Various Organizational Levels "Usually" or "Almost Always" at Times 1 and 2

Organizational Level	Respondent Group			
	OENCO		OESO	
	Time 1	Time 2	Time 1	Time 2
Company level	83%	83%	97%	87%
Battalion level	80%	95%	79%	70%
Brigade level	88%	90%	68%	62%
Installation/Division level	82%	90%	62%	50%
MACOM level	75%	75%	56%	50%

Table A-13

Number and Percent of OESOs Indicating Preferred Ratios of OENCOs to OESOs at Times 1 and 2

Preferred Ratio	OESOs	
	Time 1	Time 2
1 OENCO for 6 or more OESOs	0 (0%)	0 (0%)
1 OENCO for 4 or 5 OESOs	4 (11%)	1 (3%)
1 OENCO for 2 or 3 OESOs	15 (41%)	10 (25%)
1 OENCO for 1 OESO	11 (30%)	13 (32%)
2 or 3 OENCOs for 1 OESO	7 (19%)	9 (23%)
4 or 5 OENCOs for 1 OESO	0 (0%)	0 (0%)
6 or more OENCOs for 1 OESO	0 (0%)	0 (0%)

Table A-14

Preference of Class 1-79 OESOs for Additional  
OE Personnel at Times 1 and 2

Type of OE Personnel	OESOs	
	Time 1	Time 2
Another OESO	19 (51%)	19 (48%)
Another OENCO	10 (27%)	11 (28%)
Both or either	5 (14%)	7 (18%)
Neither/O.K. as is	1 (3%)	1 (2%)
Civilian	2 (5%)	2 (5%)

Table A-15

Ratings of OENCO Overall Competence by OENCOs at Times 1 and 2

Respondent (Competence Statement)	Percentage of Respondents Making Rating				
	Strongly Disagree (1)	Disagree (2)	Neither Agree Nor Disagree (3)	Agree (4)	Strongly Agree (5)
OENCO ("I think my overall job per- formance as an OENCO has been excellent.")					
Time 1	0%	3%	8%	40%	50%
Time 2	2%	0%	5%	32%	61%

Table A-16

Ratings of OENCO Overall Competence by OESOs at Times 1 and 2

Rating (Scale Value)	OESOs Making Rating	
	Time 1	Time 2
Poor (1)	3%	5%
Fair (2)	5%	10%
Good (3)	10%	5%
Very Good (4)	16%	15%
Excellent (5)	66%	65%



Table A-17

Average Estimates by Class 1-79 OESOs of Quantitative Measures of OE Office Productivity Before and After OENCO Assigned at Times 1 and 2

Measure	Time Period			
	For the three months before OENCO's arrival		For the past three months (with OENCO assigned)	
	Time 1	Time 2	Time 1	Time 2
How many separate OE operations did your OE office conduct?	8.3	5.9	11.2	9.4
For how many different clients?	7.3	5.9	9.4	8.3
On the average, how many weeks did a client wait from the time of request for OE services until action was initiated?	4.1	3.4	2.9	1.9
On the average, how many calendar days did it take for your OE office to conduct the agreed-upon OE operation?	22.3	22.9	20.8	21.1
What <u>percent</u> of their on-duty time did OESOs at your location spend on work "billable" to clients? (Work which is billable to a client involves all the preparation, direct contact, analysis, report writing, etc., such as a management consultant would charge for.)	60%	71%	65%	72%
What percent of their on-duty time did OESOs at your location spend on OE mission-related work not considered billable to clients? (Include professional development, research, etc.)	24%	21%	23%	22%

Table A-18

Percentages of Class 1-79 OENCOs Responding to Questions Concerning  
OENCO Acceptance and Integration into OE Team at Times 1 and 2

Item		Responses				
		Strongly Disagree (1)	Disagree (2)	Neither Agree Nor Disagree (3)	Agree (4)	Strongly Agree (5)
Commanders/OE users have re- ceived me very well	Time 1	2%	2%	5%	44%	46%
	Time 2	0%	0%	0%	39%	61%
I have been favorably re- ceived by those of equal or low- er rank with whom I associate (for- mal and informal associations).	Time 1	0%	5%	7%	34%	54%
	Time 2	0%	0%	2%	27%	71%
I work very well with the OESOs here.	Time 1	2%	5%	10%	15%	68%
	Time 2	2%	0%	15%	17%	66%
I work very well with the Key Manager.	Time 1	0%	0%	24%	32%	44%
	Time 2	5%	0%	22%	29%	44%
This OE office functions ef- fectively as a team.	Time 1	2%	5%	7%	29%	56%
	Time 2	5%	2%	12%	32%	49%
I have been fully inte- grated into the OE team here.	Time 1	0%	2%	10%	17%	71%
	Time 2	7%	0%	7%	20%	66%

Table A-19

## Job Satisfaction of OENCOs at Times 1 and 2

Item		Responses of OENCOs				
		Strongly Disagree (1)	Disagree (2)	Neither Agree Nor Disagree (3)	Agree (4)	Strongly Agree (5)
My work here is personally satisfying.	Time 1	0%	5%	5%	32%	58%
	Time 2	5%	0%	5%	29%	61%
I am using my OE skills in a highly effective manner.	Time 1	0%	5%	8%	45%	42%
	Time 2	0%	2%	7%	27%	63%
I feel that what I do as an OENCO improves the user organization.	Time 1	0%	7%	2%	34%	56%
	Time 2	0%	0%	7%	27%	65%
This assignment has increased my competence as a soldier.	Time 1	0%	5%	5%	29%	61%
	Time 2	7%	7%	5%	10%	71%
I'm not sure what is required of me in my present assignment.	Time 1	63%	2%	29%	5%	0%
	Time 2	63%	22%	5%	7%	2%
The climate in which I work allows me to use my abilities and knowledge of OE in an effective manner.	Time 1	5%	10%	5%	35%	45%
	Time 2	0%	2%	10%	34%	54%
I would like to be assigned in the OENCO program during subsequent tours.	Time 1	0%	15%	5%	9%	71%
	Time 2	2%	0%	7%	12%	78%

Table A-20

Factors Considered by OESOs to Be Most Important  
to OENCO Competency at Times 1 and 2

Factor	Number of Times Factor Mentioned	
	Time 1	Time 2
Experience/education		
Army experience	28	36
Education	<u>7</u>	<u>16</u>
Total	35	Total 52
Skills		
Verbal skills	20	21
Writing skills	5	9
Interpersonal skills	8	5
OE skills	15	3
Miscellaneous	<u>4</u>	<u>4</u>
Total	52	Total 42
Personal characteristics		
Maturity/integrity	5	3
Appearance	8	5
Self-confidence	7	5
Miscellaneous	<u>14</u>	<u>30</u>
Total	34	Total 43
Organizational Support		
Local support	7	3
High command support	2	0
Level not specified	<u>1</u>	<u>2</u>
Total	10	Total 5
Total mentions	131	142

APPENDIX B  
QUESTIONNAIRES

OENCO PILOT PROGRAM - OENCO QUESTIONNAIRE

CLASS 1-79 FOLLOW-UP

APRIL 1980

US ARMY RESEARCH INSTITUTE FOR THE  
BEHAVIORAL AND SOCIAL SCIENCES

PT 5303a

DATA REQUIRED BY THE PRIVACY ACT OF 1974  
(5 U.S.C. 552a)

TITLE OF FORM

PT 5303a OENCO Pilot Program - OENCO Questionnaire

PRESCRIBING DIRECTIVE  
AR 70-1

1. AUTHORITY

10 USC Sec 4503

2. PRINCIPAL PURPOSE(S)

The data collected with the attached form are to be used for research purposes only.

3. ROUTINE USES

This is an experimental personnel data collection form developed by the U.S. Army Research Institute for the Behavioral and Social Sciences pursuant to its research mission as prescribed in AR 70-1. When identifiers (name or Social Security Number) are requested they are to be used for administrative and statistical control purposes only. Full confidentiality of the responses will be maintained in the processing of these data.

4. MANDATORY OR VOLUNTARY DISCLOSURE AND EFFECT ON INDIVIDUAL NOT PROVIDING INFORMATION

Your participation in this research is strictly voluntary. Individuals are encouraged to provide complete and accurate information in the interests of the research, but there will be no effect on individuals for not providing all or any part of the information. This notice may be detached from the rest of the form and retained by the individual if so desired.

FORM

Privacy Act Statement - 26 Sep 75

DA Form 4368-R, 1 May 75

Use  
Only

1. Name: \_\_\_\_\_
2. Mailing Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
3. Name of OESO most familiar with your work: \_\_\_\_\_
4. Your rater (if different): \_\_\_\_\_
5. Key Manager: \_\_\_\_\_
6. Total number of OESOs in your OE office: \_\_\_\_\_
7. Total number of OENCOs in your OE office (including yourself): \_\_\_\_\_
8. MACOM:   \_\_\_(1) FORSCOM                      \_\_\_(6) USAREC  
              \_\_\_(2) TRADOC                    \_\_\_(7) MDW  
              \_\_\_(3) USAREUR                  \_\_\_(8) WESTCOM  
              \_\_\_(4) INSCOM                   \_\_\_(9) Other (please specify):  
              \_\_\_(5) DARCOM

9. ____% OE mission-related activities	1: 12, 13
10. ____% Activities not related to OE mission	1: 14, 15



11. Sex: \_\_\_\_ (1) Male  
\_\_\_\_ (2) Female

1:16

12. Rank: \_\_\_\_ (1) E-6 \_\_\_\_ (4) E-9  
\_\_\_\_ (2) E-7 \_\_\_\_ (5) Other (please specify):  
\_\_\_\_ (3) E-8 \_\_\_\_\_

1:17

13. PMOS: \_\_\_\_\_

1:18,19

14. Training: \_\_\_\_ (1) OENCO Class 1-79  
\_\_\_\_ (2) OENCO Class 2-79  
\_\_\_\_ (3) OESO course  
\_\_\_\_ (4) Other (please specify):  
\_\_\_\_\_

1:20

Rank the following titles according to how well they describe the role you are actually performing. (Use "1" for that which best describes your role; "2" for that which is next best; "3" for next best; and so on.)

15. \_\_\_\_ OE Consultant

16. \_\_\_\_ Assistant OESO

1:21 1:22

17. \_\_\_\_ Administrator

18. \_\_\_\_ Instructor

1:23 1:24

19. \_\_\_\_ Trainer

20. \_\_\_\_ Survey Specialist

1:25 1:26

21. \_\_\_\_ Other (please specify): \_\_\_\_\_

1:27

To what extent do you feel that, as an OENCO, you could function effectively at the following levels? (Please circle the number corresponding to your chosen response.)

	<u>Almost Never</u>	<u>Seldom</u>	<u>Sometimes</u>	<u>Usually</u>	<u>Almost Always</u>	
22. Company level	1	2	3	4	5	1:28
23. Battalion level	1	2	3	4	5	1:29
24. Brigade level	1	2	3	4	5	1:30
25. Installation/Division level	1	2	3	4	5	1:31
26. MACOM level	1	2	3	4	5	1:32

Indicate the relative frequency with which you perform the OE tasks listed below. Circle a "1" for the five tasks least frequently performed. Circle a "3" for the five tasks most frequently performed. Then circle a "2" for the remaining tasks.

	<u>Least Frequent</u>		<u>Most Frequent</u>	
27. Marketing OE	1	2	3	1: 33
28. Scouting and entry (contracting and orientation)	1	2	3	1: 34
29. Collecting historical (e.g., records) data	1	2	3	1: 35
30. Interviewing individuals/groups	1	2	3	1: 36
31. Process observation	1	2	3	1: 37
32. Preparing, administering, and interpreting questionnaires (e.g., the GOQ)	1	2	3	1: 38
33. Assessment analysis	1	2	3	1: 39
34. Giving organizational feedback	1	2	3	1: 40
35. Designing implementation (e.g., workshop, transition meeting)	1	2	3	1: 41
36. Training (e.g., conducting Leadership & Management Development Course)	1	2	3	1: 42
37. Conducting workshops, meetings, etc.	1	2	3	1: 43
38. Documentation (time, costs, tracking your operations)	1	2	3	1: 44
39. Evaluation of operations (preparing case studies, cost-benefit analysis, feedback to commanders)	1	2	3	1: 45
40. Routine OE-related administration	1	2	3	1: 46
41. Reviewing literature for OE ideas	1	2	3	1: 47
42. Professional development activities	1	2	3	1: 48
43. Routine organizational tasks (duty NCO, details, etc.)	1	2	3	1: 49
44. Team building with OE personnel	1	2	3	1: 50
45. Other (please specify):	1	2	3	1: 51

46. What percent of your OE-related duties require the training you received at OETC/OECS?  
\_\_\_\_\_ %
47. What specific skills and knowledge that you acquired at OETC/OECS are not being used? Note reasons where possible. (Use back of page if more space is needed.)
48. Describe below how you feel you can be most effectively used as an OENCO. (Use back of page if more space is needed.)
49. Describe below what you feel is the least effective use of you as an OENCO. (Use back of page if more space is needed.)
50. What special skills or competencies do you feel you have that your local OESOs do not? (Use back of page if more space is needed.)
51. How should the OENCO course be changed in order to provide more effective training for OENCOs? (Use back of page if more space is needed.)

Indicate the extent of your agreement with the statements given below.  
Please circle the number corresponding to your chosen response.

	<u>Strongly Disagree</u>	<u>Disagree</u>	<u>Neither Disagree nor Agree</u>	<u>Agree</u>	<u>Strongly Agree</u>	
52. I feel that what I do as an OENCO improves the user organization.	1	2	3	4	5	1: 54
53. This assignment has increased my competence as a soldier.	1	2	3	4	5	1: 55
54. My work here is personally satisfying.	1	2	3	4	5	1: 56
55. I would like to be assigned in the OENCO program during subsequent tours.	1	2	3	4	5	1: 57
56. I'm not sure what is required of me in my present assignment.	1	2	3	4	5	1: 58
57. My training at OETC/OECS prepared me well for the job here.	1	2	3	4	5	1: 59
58. I have been fully integrated into the OE team here.	1	2	3	4	5	1: 60
59. The preparations that were made to integrate me into the local organization and OE efforts were excellent.	1	2	3	4	5	1: 61
60. I am using my OE skills in a highly effective manner.	1	2	3	4	5	1: 62
61. I think my overall job performance as an OENCO has been excellent.	1	2	3	4	5	1: 63

Indicate the extent of your agreement with the statements given below.  
Please circle the number corresponding to your chosen response.

	<u>Strongly Disagree</u>	<u>Disagree</u>	<u>Neither Disagree nor Agree</u>	<u>Agree</u>	<u>Strongly Agree</u>	
62. The climate in which I work allows me to use my abilities and knowledge of OE in an effective manner.	1	2	3	4	5	1: 64
63. I work very well with the OESO(s) here.	1	2	3	4	5	1: 65
64. I work very well with the Key Manager.	1	2	3	4	5	1: 66
65. Commanders/OE users have received me very well.	1	2	3	4	5	1: 67
66. This OE office functions effectively as a team.	1	2	3	4	5	1: 68
67. I have been favorably received by those of equal or lower rank with whom I associate (formal and informal associations).	1	2	3	4	5	1: 69
68. Please give us any additional information or comments you may have concerning your job as an OENCO.						

OENCO PILOT PROGRAM - OESO QUESTIONNAIRE

CLASS 1-79 FOLLOW-UP

APRIL 1980

US ARMY RESEARCH INSTITUTE FOR THE  
BEHAVIORAL AND SOCIAL SCIENCES

PT 5303b

**DATA REQUIRED BY THE PRIVACY ACT OF 1974**

(5 U.S.C. 552a)

**TITLE OF FORM**

PT 5303b OENCO Pilot Program - OESO Questionnaire

**PRESCRIBING DIRECTIVE**

AR 70-1

**1. AUTHORITY**

10 USC Sec 4503

**2. PRINCIPAL PURPOSE(S)**

The data collected with the attached form are to be used for research purposes only.

**3. ROUTINE USES**

This is an experimental personnel data collection form developed by the U.S. Army Research Institute for the Behavioral and Social Sciences pursuant to its research mission as prescribed in AR 70-1. When identifiers (name or Social Security Number) are requested they are to be used for administrative and statistical control purposes only. Full confidentiality of the responses will be maintained in the processing of these data.

**4. MANDATORY OR VOLUNTARY DISCLOSURE AND EFFECT ON INDIVIDUAL NOT PROVIDING INFORMATION**

Your participation in this research is strictly voluntary. Individuals are encouraged to provide complete and accurate information in the interests of the research, but there will be no effect on individuals for not providing all or any part of the information. This notice may be detached from the rest of the form and retained by the individual if so desired.

**FORM**

Privacy Act Statement - 26 Sep 75

DA Form 4368-R, 1 May 75

DATE RECEIVED \_\_\_\_\_

OENCO PILOT PROGRAM - OESO QUESTIONNAIRE

Office  
Use  
Only

Instructions: This questionnaire should be completed by the OESO who works most closely with the OENCO named below. The purpose of this questionnaire is to provide the Army with accurate feedback information about the OENCO Pilot Program. Your answers will be held in strict confidence, and your anonymity will be maintained. Reports based on this research will not identify individuals or units. Names are requested only for follow-up purposes. (Completed questionnaires should be mailed to the Army Research Institute, ATTN: PERI-IM-B, Dr. Laurel Oliver, 5001 Eisenhower Ave., Alexandria, VA 22333, in the envelope provided for this purpose.)

The OENCO of concern for this questionnaire \_\_\_\_\_

1. Your name \_\_\_\_\_

2. Grade:   \_\_\_(1) 0-3                      \_\_\_(4) 0-6  
              \_\_\_(2) 0-4                      \_\_\_(5) Other (please specify):  
              \_\_\_(3) 0-5                      \_\_\_\_\_

1:7

3. MACOM:   \_\_\_(1) FORSCOM           \_\_\_(6) USAREC  
              \_\_\_(2) TRADOC           \_\_\_(7) MDW  
              \_\_\_(3) USAREUR          \_\_\_(8) WESTCOM  
              \_\_\_(4) INSCOM          \_\_\_(9) Other (please specify):  
              \_\_\_(5) DARCOM                      \_\_\_\_\_

1:8

4. Mailing Address: \_\_\_\_\_  
  \_\_\_\_\_  
  \_\_\_\_\_

5. AUTOVON: \_\_\_\_\_

6. Total number of OESOs in your OE office: (including yourself): \_\_\_\_\_

1:9,10

7. Total number of OENCOs in your OE office: \_\_\_\_\_

1:11,12

8. How many months has your OENCO worked in your OE office? \_\_\_\_\_ months

1:13,14



For items 9-12, please circle the number corresponding to your chosen response.

	<u>Yes</u>	<u>No</u>	<u>Don't Know</u>	
9. Was your OE office consulted regarding the assignment of an OENCO before the assignment was made?	1	2	3	1:15
10. Did your OE office request the assignment of an OENCO?	1	2	3	1:16
11. Was the OENCO assigned to you in lieu of other personnel that you had requested?	1	2	3	1:17
12. Before your OENCO arrived, did you have specific expectations about the role he/she would perform in your OE office and operations?	1	2	3	1:18

If you answered "No" to item 12, please skip to item 20. If you answered "Yes" to item 12, please rank the following titles according to how well they describe the role you expected your OENCO to play when he/she was assigned to your office. (Use "1" for that which best describes the expected OENCO role; "2" for that which next best describes it; "3" for next best; and so on.)

13. ___ OE Consultant	14. ___ Assistant OESO	1:19 1:20
15. ___ Administrator	16. ___ Survey Specialist	1:21 1:22
17. ___ Trainer	18. ___ Instructor	1:23 1:24
19. ___ Other (please specify): _____		1:25

Now rank the following titles according to how well they describe the role your OENCO is actually performing. (Use "1" for that which best describes his/her actual role; "2" for that which next best describes it; "3" for next best; and so on.)

20. ___ OE Consultant	21. ___ Assistant OESO	1:26 1:27
22. ___ Administrator	23. ___ Survey Specialist	1:28 1:29
24. ___ Trainer	25. ___ Instructor	1:30 1:31
26. ___ Other (please specify): _____		1:32

27. If there is a substantial difference between your rankings for the expected role and your rankings for the actual role, please explain.

During the past three months, please estimate the percent of on-duty time that your OENCO has spent on:

- |  |         |
|--|---------|
| 28. ___ % OE mission-related activities        | 1:33,34 |
| 29. ___ % Activities not related to OE mission | 1:35,36 |

Check any of the following that were done to support the transition of your OENCO into his/her new position.

- |  |      |
|--|------|
| 30. ___ Thinking about the role the OENCO should play in our OE office         | 1:37 |
| 31. ___ Notifying unit commanders of the addition of the OENCO to the OE staff | 1:38 |
| 32. ___ Introducing OENCO to current clients                                   | 1:39 |
| 33. ___ Involving the OENCO in an operation for training purposes              | 1:40 |
| 34. ___ Conducting team building within the OE office with the OENCO           | 1:41 |
| 35. ___ Scheduling professional development activities for the OENCO           | 1:42 |
| 36. ___ Arranging clerical support for the OENCO                               | 1:43 |
| 37. ___ Arranging for appropriate work space for the OENCO                     | 1:44 |
| 38. ___ Providing necessary funding support                                    | 1:45 |
| 39. ___ Other (please specify):  | 1:46 |

Indicate the relative frequency with which your OENCO performs the OE tasks listed below during normal on-duty time. Circle a "1" for the five tasks least frequently performed. Circle a "3" for the five tasks most frequently performed. Then circle a "2" for the remaining tasks.

	<u>Least Frequent</u>		<u>Most Frequent</u>	
40. Marketing OE	1	2	3	1:47
41. Scouting and entry (contracting and orientation)	1	2	3	1:48
42. Collecting historical (e.g., records) data	1	2	3	1:49
43. Interviewing individuals/groups	1	2	3	1:50
44. Process observation	1	2	3	1:51
45. Preparing, administering, and interpreting questionnaires (e.g., the GOQ)	1	2	3	1:52
46. Assessment analysis	1	2	3	1:53
47. Giving organizational feedback	1	2	3	1:54
48. Designing implementation (e.g., workshop, transition meeting)	1	2	3	1:55
49. Training (e.g., conducting Leadership & Management Development Course)	1	2	3	1:56
50. Conducting workshops, meetings, etc.	1	2	3	1:57
51. Documentation (time, costs, tracking your operations)	1	2	3	1:58
52. Evaluation of operations (preparing case studies, cost-benefit analysis, feedback to commanders)	1	2	3	1:59
53. Routine OE-related administration	1	2	3	1:60
54. Reviewing literature for OE ideas	1	2	3	1:61
55. Professional development activities	1	2	3	1:62
56. Routine organizational tasks (duty NCO, details, etc.)	1	2	3	1:63
57. Team building with OE personnel	1	2	3	1:64
58. Other (please specify):	1	2	3	1:65

Now indicate the relative frequency with which you perform the OE tasks listed below. Circle a "1" for the five tasks least frequently performed. Circle a "3" for the five tasks most frequently performed. Then circle a "2" for the remaining tasks.

	<u>Least Frequent</u>		<u>Most Frequent</u>	
59. Marketing OE	1	2	3	1:66
60. Scouting and entry (contracting and orientation)	1	2	3	1:67
61. Collecting historical (e.g., records) data	1	2	3	1:68
62. Interviewing individuals/groups	1	2	3	1:69
63. Process observation	1	2	3	1:70
64. Preparing, administering, and interpreting questionnaires (e.g., the GOQ)	1	2	3	1:71
65. Assessment analysis	1	2	3	1:72
66. Giving organizational feedback	1	2	3	1:73
67. Designing implementation (e.g., workshop, transition meeting)	1	2	3	1:74
68. Training (e.g., conducting Leadership & Management Development Course)	1	2	3	1:75
69. Conducting workshops, meetings, etc.	1	2	3	1:76
70. Documentation (time, costs, tracking your operations)	1	2	3	1:77
71. Evaluation of operations (preparing case studies, cost-benefit analysis, feedback to commanders)	1	2	3	1:78
72. Routine OE-related administration	1	2	3	1:79
73. Reviewing literature for OE ideas	1	2	3	2:7
74. Professional development activities	1	2	3	2:8
75. Routine organizational tasks (duty NCO, details, etc.)	1	2	3	2:9
76. Team building with OE personnel	1	2	3	2:10
77. Other (please specify):	1	2	3	2:11

For the tasks listed below, circle a "1" for the five tasks for which you have the lowest degree of confidence in your OENCO's skills and abilities; circle a "3" for the five tasks for which you have the highest degree of confidence. For the remaining tasks, circle a "2" to indicate an intermediate degree of confidence or a "4" to indicate you have no basis for making a judgment.

	<u>Degree of Confidence</u>				
	<u>Lowest</u>		<u>Highest</u>	<u>No Basis</u>	
78. Marketing OE	1	2	3	4	2:12
79. Scouting and entry (contracting and orientation)	1	2	3	4	2:13
80. Collecting historical (e.g., records) data	1	2	3	4	2:14
81. Interviewing individuals/groups	1	2	3	4	2:15
82. Process observation	1	2	3	4	2:16
83. Preparing, administering, and interpreting questionnaires (e.g., the GOQ)	1	2	3	4	2:17
84. Assessment analysis	1	2	3	4	2:18
85. Giving organizational feedback	1	2	3	4	2:19
86. Designing implementation (e.g., workshop, transition meeting)	1	2	3	4	2:20
87. Training (e.g., conducting Leadership & Management Development Course)	1	2	3	4	2:21
88. Conducting workshops, meetings, etc.	1	2	3	4	2:22
89. Documentation (time, costs; tracking your operations)	1	2	3	4	2:23
90. Evaluation of operations (preparing case studies, cost-benefit analysis, feedback to commanders)	1	2	3	4	2:24
91. Routine OE-related administration	1	2	3	4	2:25
92. Reviewing literature for OE ideas	1	2	3	4	2:26
93. Professional development activities	1	2	3	4	2:27
94. Routine organizational tasks (duty NCO, details, etc.)	1	2	3	4	2:28
95. Team building with OE personnel	1	2	3	4	2:29
96. Other (please specify):	1	2	3	4	2:30

In your OE office, how often does each of the following initiate the commitment of resources to OE work? (Please circle the number corresponding to your chosen response. If category does not apply, leave item blank.)

Office  
Use  
Only

	<u>Almost Never</u>	<u>Seldom</u>	<u>Sometimes</u>	<u>Usually</u>	<u>Almost Always</u>	
97. Key Manager	1	2	3	4	5	2:31
98. Senior OESO	1	2	3	4	5	2:32
99. Other OESOs	1	2	3	4	5	2:33
100. OENCO	1	2	3	4	5	2:34

In your opinion, to what extent could your OENCO function effectively at the

	<u>Almost Never</u>	<u>Seldom</u>	<u>Sometimes</u>	<u>Usually</u>	<u>Almost Always</u>	
101. Company level?	1	2	3	4	5	2:35
102. Battalion level?	1	2	3	4	5	2:36
103. Brigade level?	1	2	3	4	5	2:37
104. Installation/Division level?	1	2	3	4	5	2:38
105. MACOM level?	1	2	3	4	5	2:39

How are decisions made concerning who does what in your OE shop? To what extent is each of the following considered in making assignments?

	<u>Almost Never</u>	<u>Seldom</u>	<u>Sometimes</u>	<u>Usually</u>	<u>Almost Always</u>	
106. Level of the client	1	2	3	4	5	2:40
107. Client preference	1	2	3	4	5	2:41
108. Preference of OESO/OENCO	1	2	3	4	5	2:42
109. Skills of OESO/OENCO	1	2	3	4	5	2:43
110. Whoever is available	1	2	3	4	5	2:44
111. Whoever made initial contact	1	2	3	4	5	2:45
112. Other (please specify): _____	1	2	3	4	5	2:46

How does your OENCO expand the capabilities of your OE office? Estimate the extent to which having an OENCO has affected the capabilities listed below. Please circle the number of your chosen response.

	<u>Negligible Effect</u>	<u>Some Effect</u>	<u>Substantial Effect</u>	
113. Provides "extra pair of hands" for the OESO(s).	1	2	3	2:47
114. Enables us to do more for each operation.	1	2	3	2:48
115. Enables us to serve more clients in given period of time.	1	2	3	2:49
116. Increases our ability to get good information from enlisted personnel.	1	2	3	2:50
117. Increases our credibility with commanders and NCOs.	1	2	3	2:51
118. Enables us to conduct different types of operations than we did before.	1	2	3	2:52
119. Provides access to different set of people than before.	1	2	3	2:53
120. Facilitates routine staff work.	1	2	3	2:54
121. Other (please specify): _____	1	2	3	2:55
122. What should be the ratio of OENCOs to OESOs?				
___(1) One OENCO for each OESO	___(5) One OESO for 2 or 3 OENCOs			
___(2) One OENCO for 2 or 3 OESOs	___(6) One OESO for 4 or 5 OENCOs			
___(3) One OENCO for 4 or 5 OESOs	___(7) One OESO for 6 or more OENCOs			
___(4) One OENCO for 6 or more OESOs	___(8) Other (please specify): _____			

- |   | <u>Yes</u> | <u>No</u> |      |
|---|------------|-----------|------|
| 123. Is this OENCO formally assigned to your OE office?   | 1          | 2         | 2:57 |
| 124. Do you have supervisory responsibility for this OENCO?   | 1          | 2         | 2:58 |
| 125. If you responded "No" to item 123 or item 124, please explain the nature of any supervisory and control difficulties that may have arisen. |            |           |      |

126. How have the managerial/supervisory requirements associated with having an OENCO in your office affected your role as an OESO?

127. What has been your impression of this OENCO's overall competence?

<u>Poor</u>	<u>Fair</u>	<u>Good</u>	<u>Very Good</u>	<u>Excellent</u>
1	2	3	4	5

128. To what extent has your OENCO lived up to the expectations you originally had for him/her?

\_\_\_(1) Not quite lived up to those expectations.

\_\_\_(2) Fully met those expectations.

\_\_\_(3) Exceeded those expectations.

129. If you had your choice, which of the following would you prefer?

\_\_\_(1) Another OENCO

\_\_\_(2) Another OESO

\_\_\_(3) Other (please specify): \_\_\_\_\_

130. Please state the reason for the choice you made in item 129.



Where possible, use records data  
for items 131-136.

For the three  
months before  
OENCO's  
arrival

For the past  
three months  
(with OENCO  
assigned)

131. How many separate OE operations  
did your OE office conduct? \_\_\_\_\_ (2:62,63) \_\_\_\_\_ (2:64,65)
132. For how many different clients? \_\_\_\_\_ (2:66,67) \_\_\_\_\_ (2:68,69)
133. On the average, how many weeks  
did a client wait from the time  
of request for OE services until  
action was initiated? \_\_\_\_\_ (2:70,71) \_\_\_\_\_ (2:72,73)
134. On the average, how many calendar  
days did it take for your OE office  
to conduct the agreed-upon OE  
operation? \_\_\_\_\_ (2:74,75) \_\_\_\_\_ (2:76,77)
135. What percent of their on-duty  
time did OESOs at your location  
spend on work "billable" to  
clients? (Work which is billable  
to a client involves all the  
preparation, direct contact,  
analysis, report writing, etc.,  
such as a management consultant  
would charge for.) \_\_\_\_\_ % (3:7,8) \_\_\_\_\_ % (3:9,10)
136. What percent of their on-duty  
time did OESOs at your location  
spend on OE mission-related work  
not considered billable to clients?  
(Include professional development,  
research, etc.) \_\_\_\_\_ % (3:11,12) \_\_\_\_\_ % (3:13,14)

Note: The percentages for items 135 and 136 will not total 100%. It is  
expected that some proportion of time will be spent on normal  
administrative duties.

137. Please note below any factors that may have affected the numbers  
above (e.g., significant turnover, leave periods, reorganizations).

For the next three items, please circle the number corresponding to your chosen response:

- |  | <u>Yes</u> | <u>No</u> |      |
|--|------------|-----------|------|
| 138. Has a client ever requested that you not use this OENCO in an OE operation?   | 1          | 2         | 3:15 |
| 139. Has this OENCO ever asked not to participate in an OE operation for a particular unit/organization?   | 1          | 2         | 3:16 |
| 140. Has a client ever asked that this OENCO participate in an OE operation in his unit/organization?  | 1          | 2         | 3:17 |
| 141. What are those factors, personal and organizational, that are most important to OENCO competency (e.g., formal education, verbal skills, rank, previous Army experiences, local support)? |            |           |      |
| 142. Please give us any additional information or comments that might help us to understand better what having an OENCO has meant to your OE office.   |            |           |      |